



FOR IMMEDIATE RELEASE

May 20, 2008

FACT SHEET

SANDERS BPR EFFORT IMPROVES EFFICIENCY IN POLICE AND FIRE-RESCUE DEPARTMENTS

CITY COUNCIL APPROVES RECOMMENDATIONS FOR IMPROVEMENTS

The City Council has approved Mayor Jerry Sanders' Business Process Reengineering (BPR) plans for the Police and Fire-Rescue Departments. The Council voted to adopt the recommendations for both departments during their meeting on Monday afternoon.

The Mayor's BPR effort for the Police Department will yield more than 117,000 hours of staff time each year allowing the department to conduct more proactive police work. The Mayor's effort for the Fire-Rescue Department has validated that it is employing staffing strategies that are efficient, cost-effective and consistent with the best management practices of leading fire service agencies.

FIRE-RESCUE DEPARTMENT FOCUSES ON IMPROVED STAFFING PRACTICES

The Fire-Rescue Department BPR study reviewed 19 areas of operations and developed 60 recommendations. The areas of focus included staffing practices (overtime versus hiring more personnel), training, improving the functionality of the automated staffing program, and reducing overtime staffing for the Light and Air Unit. Most recommendations can be implemented within the current budget and are projected to result in approximately \$100,000 in cost savings starting in FY2009.

The Fire-Rescue Department BPR focused on a review of the organization's management practices rather than the more typical process-oriented analysis of most BPRs. The BPR study team evaluated hiring and staffing practices and targeted their recommendations toward improvements in the administration of both. Recommendations approved for the Department include:

- Retaining the 28-day firefighter work cycle.
- Retaining the 56-hour firefighter work schedule.

- Maintaining four-person minimum staffing of engine and truck companies
- Continuation of constant staffing
- Continuation of the use of over time to staff short-term vacancies in lieu of hiring additional personnel.
- Keeping the current staffing configuration of one paramedic and three EMTs per engine/truck
- Expanding the use of the automated TeleStaff function to schedule all department personnel
- Purchasing the TeleStaff reporting module to give staff the ability to automate data gathering and reporting functions currently done manually.
- Assessing response readiness impacts as part of any decision to cross-staff emergency apparatus.
- Adding eight hours of dedicated training for Explosive Device Team members each month in order to meet FBI requirements
- Installing air compressors in each battalion to more efficiently replenish air tanks used by firefighters.
- Discontinuation of overtime staffing for the Light and Air unit once the air compressor installations are completed with result in a \$165,000 annual savings.
- Continuing participation in the Public Safety High School at Lincoln High, continued funding of the existing Outreach and Recruitment position, continued participation in local career fairs and other public awareness opportunities
- Providing additional training for all Fact Finding panel members and Human Resources staff tasked with coordinating Fact Findings related to personnel disciplinary matters.

FIRE-RESCUE DEPARTMENT USES BENCHMARKS TO IMPROVE STAFFING PRACTICES

The Fire-Rescue BPR team examined staffing practices at other fire departments in cities comparable to San Diego. The BPR team used the finding of its examination to establish best practices benchmarks and performance measures for the Department. The BPR team reviewed information from:

Austin	Las Vegas	Sacramento
Dallas	Miami-Dade	San Francisco
Long Beach	Oakland	San Jose
Los Angeles City	Orange County	Seattle
Los Angeles County	Phoenix	

POLICE DEPARTMENT EXTENDS EFFICIENCIES BEGUN IN EARLY BPR PHASES

During the initial phase of the Police Department's BPR study, approximately \$2.4 million in cost savings were identified for FY08. The Department was able to eliminate 24 positions providing savings of \$550,000.

This most recent phase of the Police BPR study continued the evaluation of the Department's core and non-core functions. The BPR team focused on finding improved efficiency in processes that take officers away from core functions. The Department expects significant improvements to

service delivery as the recommendations are implemented. The proposed process changes are expected to result in 117,540 hours of time savings, primarily for sworn line employees (patrol officers and detectives). By implementing these changes, sworn employees could be more productive during their shifts by spending more of their time responding to high priority calls for service, engaging in proactive or targeted enforcement efforts, problem solving, or investigating crime cases.

The processes being recommended for changes include:

Process	Proposed Change	Time Savings (Hours)	Implementation Cost
Booking and Arrest Process	Procedural Changes	4,594	\$0
Prisoner Processing Process	Develop Prisoner Processing Unit Pilot Program	2,031	\$0
Police Officer Access to LAN	Provide access to Outlook, E-pay, E-sun, and web-based applications in patrol cars	64,449	\$0
LiveScan Fingerprinting	Provide portable, wireless fingerprint scanners to officers in the field	1,826	Grant-funded
Electronic Report Approval	Upgrade program to allow Sergeants to electronically review and approve reports	43,524	\$0
CRMS Enhancements	Ability to "Departmentally close" cases, e-file DA packages, track cases, electronic auto theft report	TBD	TBD
Medical Assist Calls	Divert calls to Fire-Rescue Department	500	\$0
Cal/OSHA Calls	Divert calls to Fire-Rescue Department	507	\$0
Polinsky Center Runaway Juvenile Calls	Polinsky Staff trained to take some Runaway Juvenile reports	109	\$0
Positions should be Reclassified	Reclassify two PSO positions; study additional assignments for Police Code Compliance Officers	TBD	TBD
Civilian Staffing Efficiencies	Changes to bulk property impound, property tracking processes and centralization of TRU	TBD	TBD

BUSINESS PROCESS REENGINEERING CONTINUES TO PROVIDE IMPORTANT BENEFITS

Mayor Sanders implemented the Business Process Reengineering effort immediately after taking office. BPR has been a central element of the Mayor's ongoing effort to reform business practices at the City. It has been used to improve efficiency throughout the City and is the critical first step in the voter-approved managed competition program.